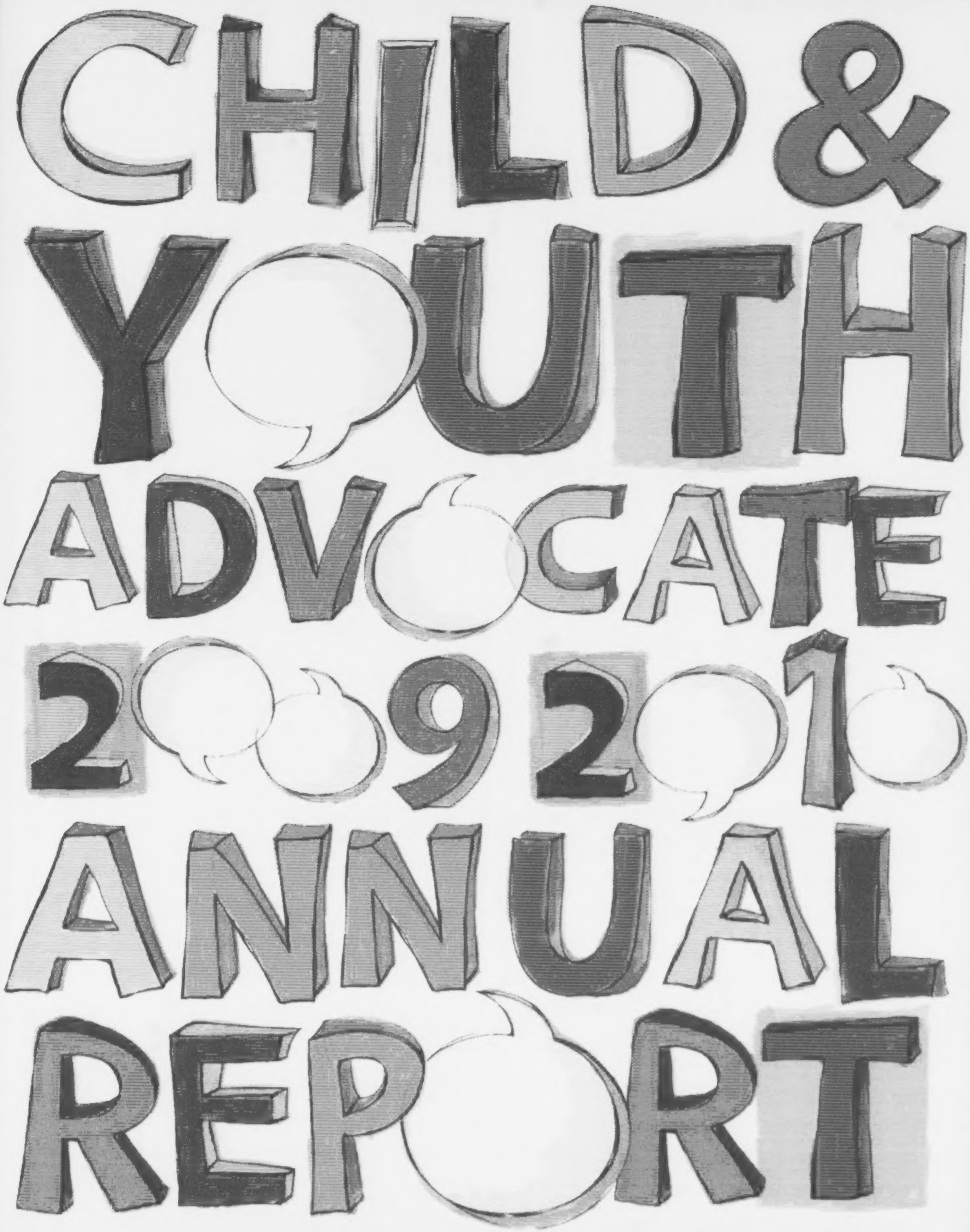


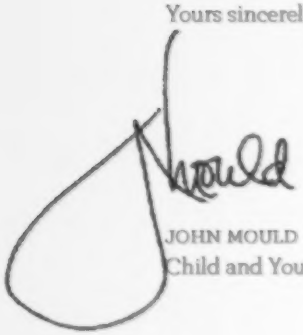
Government of Alberta

The Honourable Yvonne Fritz
Minister of Children and Youth Services
Executive Branch
228 Legislature Building
10800 97 Avenue NW
Edmonton, Alberta
T5K 2B6

Dear Minister:

I am pleased to present you with the Annual Report of the Child and Youth Advocate. This Report covers the fiscal year ending March 31, 2010.

Yours sincerely,



JOHN MOULD
Child and Youth Advocate

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CHILD & YOUTH
ADVOCATE
COMMENTS

Last year's Annual Report introduced a new method of presenting systemic issues. The content provided:

- a context for the issues identified—how the issue came to our attention;
- the information gathering done to establish our claim that the matter is a systemic issue;
- why the issue is important to young people;
- what follow-up had been initiated; and
- our view about what needs to be done to address the issue.

The approach was well received and will be used again this year with some modifications. We decided to change the formatting for the issue presentations, to improve readability. In addition, we have included the Ministry's response to each issue and the Ministry's report about what was accomplished in response to the issue during the reporting year.

FISCAL ISSUES

Much of 2009–10 was dominated by budget concerns as all Ministries were asked to respond to an anticipated Provincial deficit. Our Advocacy Services area felt the budget concerns through increased referrals from older adolescents whose services were being terminated before the young people felt ready to be on their own and through referrals of young people who were ready to transition to adult services but who were "stuck" because the service providers in the adult system were facing budget restrictions. This was particularly true for youth who needed to be helped by Persons with Developmental Disabilities (PDD).

FIRST NATION, MÉTIS AND INUIT CHILDREN AND YOUTH

First Nation, Métis and Inuit children and youth continue to be disproportionately represented on child welfare caseloads. This should not be surprising. For generations, Aboriginal people have been, and are, disproportionately affected by poverty and social exclusion. It is to be expected that in the face of such entrenched structural issues, families will struggle in their care of children and there will be a greater call on residual services like child welfare systems.

In 1984, the *Child Welfare Act* (Alberta) was amended and a Section entitled "Indian Child" was added to the legislation. This Section recognized the interests of First Nations people in the best interests decision making affecting their children. It also signaled a new way of working with Aboriginal people in Alberta. A more inclusive, culturally aware way of doing child welfare business was envisioned that would increase Aboriginal participation in policy making, service planning, and service delivery, and would result in fewer Aboriginal children and families being involved with child welfare. In the 25 years since the legislative amendment, much has changed. The most significant of the changes is that Aboriginal people are more involved in child welfare service delivery through the Delegated First Nation Agencies and through the Ministry's Region 10 Child and Family Services Authority which provides child welfare services on the Province's eight Métis Settlements. However, I believe all parties would agree that the envisioned new ways of working together, the intended influence of Aboriginal people on child welfare policy and service planning, and the hoped for outcomes on behalf of First Nation, Métis and Inuit children and families, have fallen short of expectations.

Today, Aboriginal children and youth form a much larger proportion of the child welfare caseloads than they did a quarter century ago—as much as 65% in some of the Child and Family Services Authorities. Clearly, all parties share an interest in, and commitment to, children. However, the Government and Aboriginal leaders have not found effective consultation and decision making processes that accommodate their very different organizational and political structures, and philosophical/cultural imperatives.

The intended goals initiated by the legislative change in 1984 remain relevant. Given that these goals have not been achieved, there seems little purpose in carrying on in the same ways. It would be beneficial for all concerned to stand back—to take the time to identify the barriers that have frustrated goal achievement and to chart new courses of action that will surmount these barriers.

Underpinning all of this however, are the structural issues that remain unaddressed and that result in child welfare being the default service system for too many Aboriginal children, youth and families. The structural issues cannot be resolved by the Ministry of Children and Youth Services. These are Federal Government and Provincial Government issues and are the primary drivers of the overrepresentation of Aboriginal children on Provincial child welfare caseloads. Even if better and more productive working relationships are achieved between Aboriginal people and the Ministry in this Province, should the structural issues continue to go unaddressed the number of Aboriginal children and youth in care will continue to increase.

USE OF DATA

In 2007 the Ministry of Education and the Ministry of Children and Youth Services signed a Memorandum of Understanding that allows data matching in order to build and maintain a comprehensive picture of the education results for children and youth in care. What has occurred as a result is reported later in this Annual Report. The point to be made here is that there are many other potential data matches the Ministry might undertake with other Government Ministries, to determine how children and youth in care are doing in comparison to the general population of children and youth in the Province. These big picture comparisons provide excellent data about how well all Ministries are doing to provide needed services to children and youth in care. As well, only when this kind of data is collected and analyzed on a consistent basis is it possible to determine whether program and service changes produce the intended outcomes.

Alberta appears to have an existing resource available to do the necessary data gathering and analysis. As reported on the website of the Alberta Centre for Child, Family and Community Research, "Alberta is the first jurisdiction in the world to establish a data lab exclusively dedicated to understanding the impacts and policy needs that will optimize the well-being and future potential of its youngest citizens...children and youth... (Managed by the Alberta Centre for Child, Family and Community Research) the Child and Youth Data Laboratory (CYDL) studies issues, policies and practices affecting Alberta's children by linking and analyzing cross-government administrative data. The products of the CYDL enable policy makers and service delivery organizations to make better decisions related to services to children, design of programs, allocation of resources and policy analysis and development."

I strongly urge the Ministry to use existing data to develop a comprehensive picture of the well-being of children and youth in care in Alberta.

SERVICE FEEDBACK

The Ministry of Children and Youth Services does not collect feedback from young people about their experiences as service receivers when they leave the care system. The lack of information gathering from the young people, who are intended to be the primary beneficiaries of the Ministry's services, means they have no individual or collective voice about the services they received—no opportunity to contribute to decision making about the adequacy, availability and efficacy of the services that were provided. The Ministry undertakes numbers of other initiatives which indicate its commitment to youth participation and youth voice—particularly through its Youth Strategies Division.

The Ministry needs to demonstrate this same commitment to the participation of young people in evaluating the services they were provided while in care. ■

OFFICE
HIGHLIGHTS

BUDGET

The office expended $7,233,000 in this fiscal year. In addition to expenditures for operational and service delivery costs, the office also expended funds needed to implement recommendations of the Minister's *Review of Child and Youth Advocacy in Alberta*. These expenditures include costs to conduct a stakeholder consultation on the proposed new role of an Expert Advisory Panel and costs of conducting an organizational review of the structure of the Advocate's office.

INFORMATION SYSTEMS SUPPORT

Systems development in this fiscal year focused on:

- updating advocacy issues indicators that assist advocates in the identification of systemic issues;
- the development and implementation of reports required to report on advocacy service standards and to support processes for conducting file reviews;
- changes and enhancements associated with gathering information needed for the quarterly reports; and
- implementation of a tracking database to support lawyer training initiatives in LRCY.

COMMUNICATIONS INITIATIVE

SAY (Specialized Advocacy for Young People)

In keeping with the new visual identity program of the Office of the Child and Youth Advocate, communication materials were developed and distributed throughout the province to Alberta Children and Youth Services worksites, Delegated First Nations Agencies and a variety of agencies and organizations providing services to children and youth. Posters, postcards, handbills and fact sheets were provided as information for the people who work in those organizations and a supply of materials was provided to hand out to young people, their families, foster parents, caregivers and service providers.

The Advocate's office depends heavily upon the service delivery system to ensure young people hear about advocacy services and lawyer appointment services available to them and to appropriately refer children and youth to the office in those instances where the young person may benefit from the assistance of an advocate or the appointment of a lawyer.

In addition to the distribution of new materials, the office also has responded to a number of requests for on-site presentations that enable groups of people working in the service delivery system to hear directly from Advocates or the LRCY staff about the services of the office, how the work is carried out and when to make referrals for services.

ACCESS TO INFORMATION REQUESTS

The Child and Youth Advocate received eleven Access to Information requests in this fiscal year. Seven of the requests were personal and four were general. Personal information requests pertain to client records created in the course of providing advocacy or legal appointment services to children and youth. General information requests pertain to information collected by the Child and Youth Advocate office that is not specific to an individual served by the office.

LEGISLATIVE CHANGES

During this fiscal year, three changes to the *Child, Youth and Family Enhancement Act* that affect our Office came into effect. Section 3(3)(c.1) and Section 112 provide the Child and Youth Advocate with the authority to appoint lawyers to represent children and youth. Section 126.01(1) makes all communication between an Advocate and a child, and all records created as a result of that communication, privileged information.

REVIEW OF CHILD AND YOUTH ADVOCACY IN ALBERTA

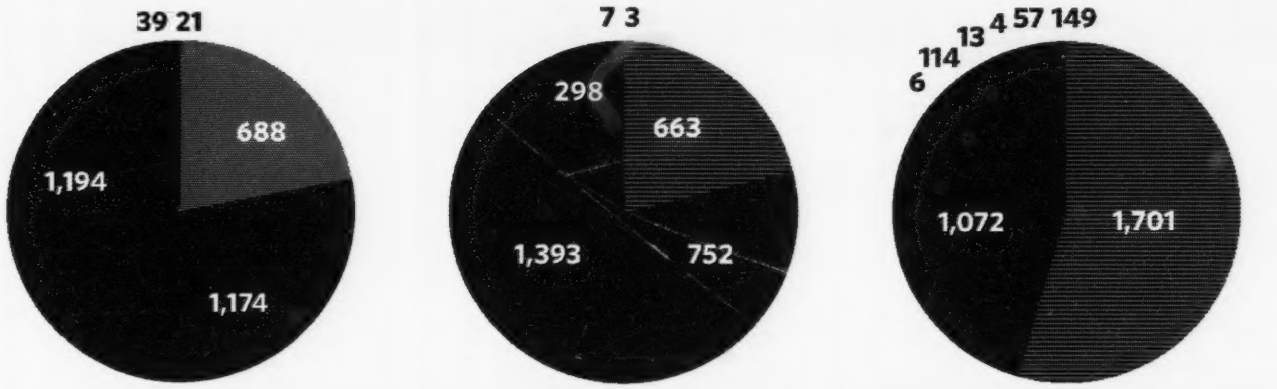
In the fall of 2008 the Minister commissioned a review of the advocacy services provided to young people through the Office of the Child and Youth Advocate. The recommendations from the review, the timelines for completion of the work related to each recommendation, and the progress as of March 31, 2010 are included in Appendix A. ■

ADVOCACY SERVICES

Advocacy Services is responsible for representing the rights, interests and viewpoints of young people who come to the Advocate's attention and who are receiving services under the *Child, Youth and Family Enhancement Act* (Enhancement Act) or the *Protection of Sexually Exploited Children's Act* (PSECA).

In addition to the statistics provided, Advocacy Services received 727 general inquiries between March 31, 2009 and April 1, 2010.

STATISTICS



REFERRAL SOURCES

- Anonymous
- Self-referral
- Third Party
- Mandatory Notification
- Own Motion*

AGES OF CHILDREN SERVED

- 0–5 years
- 6–11 years
- 12–17 years
- 18–21 years
- 21+ years
- Unknown

RACIAL ORIGIN CHILDREN SERVED

- Aboriginal**
- Caucasian
- Mixed race
- Asian
- East Indian
- Value Not Selected
- Unknown
- Black

* *Own Motion referrals are those initiated by the Office of the Child and Youth Advocate*

** *Aboriginal includes Inuit, Métis, Non Status, potential to be Registered, Status Indian and Unknown*

QUARTERLY REPORTS

We become involved with young people when they, or others on their behalf, disagree with decisions that affect the young people's lives.

Advocacy support is based on issues identified by the young person. When young people are unable to identify an issue (due to age or other circumstances such as developmental disabilities) Advocates will identify advocacy issues based on what they are told by the referral source and on additional information they are able to gather. To track these issues in terms of frequency and type, the Child and Youth Advocate uses a classification system of broad major issues (Education, Legal, Permanency Planning, etc.). Within each major issue, a number of minor issue statements are noted that further define the nature of the issue.

The Child and Youth Advocate produces Quarterly Reports as required by Section 3(3)(f) of the *Child, Youth and Family Enhancement Act*. The data from the classification system described above is the primary source of information for the content of the Quarterly Reports. These reports are part of a communications process between the Child and Youth Advocate and the individual Authorities and Agencies. The issues identified in the Reports are ones that have been, or are being, addressed through the day-to-day problem solving activity that goes on between the young people, their Advocates and the delivery system representatives (usually caseworkers and supervisors). The Reports provide the senior management in the Authorities and Agencies with an indication of the type and range of concerns with which young people in their jurisdictions are requesting Advocate assistance.

The Quarterly Reports can be found on the Advocate's website *advocate.gov.ab.ca*.

YOUTH FEEDBACK SURVEY

The Child and Youth Advocate is committed to providing young people with the opportunity to provide feedback on their experiences with the advocacy services they have received. The information is used to enhance the quality of advocacy policies, procedures and practice. Every youth age 12 and older is given the opportunity to complete a Youth Feedback Survey, except when the young person's capacity to understand the questionnaire is limited or when the young person cannot be located.

STANDARDS FOR INDIVIDUAL ADVOCACY PRACTICE

The Office of the Child and Youth Advocate completed a project in March of 2008 that identified advocacy service standards and measurements. The goal of the project was to develop clearly articulated and measurable standards of advocacy practice that would ensure a high and consistent quality of advocacy services. In July of 2009, eleven standards were finalized and implemented. Information systems and file review criteria were developed to measure the standards. In February and March of 2010 the preliminary measurement of the standards was completed. Based on that measurement further refinements to standards will be made and the 2010–11 year will provide baseline data for future measurements.

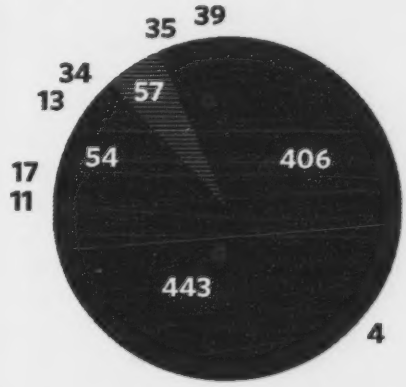
The overall goal of advocacy service standards is to increase consistency of advocacy practice across the province and to ensure our practice is consistent with the values and beliefs of the office. The standards developed also reflect feedback received from young people as to the things that are important to them when interacting with Advocates. ■

LRCY SERVICES

(LEGAL REPRESENTATION FOR CHILDREN AND YOUTH)

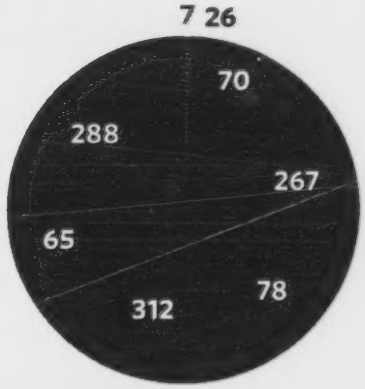
Legal Representation for Children and Youth (LRCY) Services is responsible for appointing lawyers to represent children for matters under the *Child, Youth and Family Enhancement Act* (Enhancement Act) and under the *Protection of Sexually Exploited Children's Act* (PSECA). On occasion, representation will be provided to young people for matters under other pieces of legislation if the young person has status under the Enhancement Act.

STATISTICS



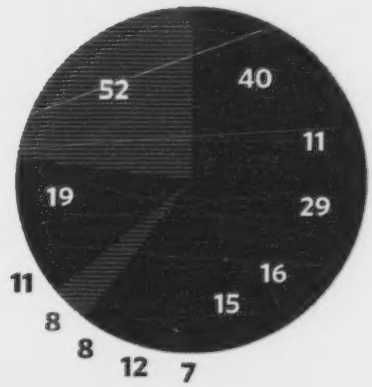
APPOINTMENTS BY COURT LOCATION

- Calgary
- Drumheller
- Edmonton
- Ft. McMurray
- Grande Prairie
- Lethbridge
- Medicine Hat
- Peace River
- Red Deer
- St. Paul
- Wetaskiwin



APPOINTMENTS BY COURT MATTER TYPE

- Appeal Panel
- Appeals to Court
- Other*
- PGO
- PSECA/PChIP
- Secure Services
- Supervision Order
- TGO



SNAPSHOT OF LAWYER AVAILABILITY

- Calgary Region
- Drumheller Region
- Edmonton Region
- Ft. McMurray Region
- Grande Prairie Region
- Lethbridge Region
- Medicine Hat Region
- Peace River Region
- Red Deer Region
- St. Paul Region
- Wetaskiwin Region
- Cities outside preferred areas

* *Other matters include applications for Guardianship under the Family Law Act for children with Permanent Guardianship and applications regarding a youth's child (when the youth has* Enhancement Act *status).*

GUIDELINES FOR ROLE OF COUNSEL

Role of counsel guidelines were incorporated into LRCY policy in August 2009. Prior to that time there were no guidelines or rules for lawyers practicing in Alberta regarding their role as children's counsel. The guidelines provide a structure to this role and are intended to ensure consistent and quality legal representation to children and youth.

Sheryl Pearson, the legal consultant who assisted LRCY in developing the guidelines was also retained by the Law Society of Alberta to draft guidelines on the role of children's counsel for all matters that would involve representation of a young person. (The LRCY guidelines are for representation in child intervention matters only.) The Law Society's guidelines have been finalized and they dovetail nicely with the work done by LRCY.

YOUTH FEEDBACK

LRCY has had a youth feedback process in place for over a year. LRCY is contacting young people, ages 12 years and over; except for those young people who have cognitive difficulties that may prevent them from understanding and answering the questions. LRCY intake workers call young people once the lawyer submits a final billing for the appointment. Early findings indicate that most young people are very happy with the legal representation they received. For those who identified an area to be improved, more contact with their lawyer was one of the most common responses.

LAWYER TRAINING

LRCY offered eight different information sessions to roster lawyers in 2009. In addition, Cheryl Arcand-Kootenay and Leslie Sax, roster lawyers in Edmonton and Julie Hart and Rupert Joshi, roster lawyers in Calgary, facilitated a brown bag lunch series. The brown bag noon hour sessions are for roster lawyers to discuss current relevant case law specific to representing young people in matters under the Enhancement Act.

SERVICE STANDARDS FOR LAWYERS

In November 2007, LRCY established service standards for roster lawyers in six areas:

- Contact with child clients
- Gathering information
- Representing the child client's views in court
- Attending hearings
- Advising child clients of their procedural rights
- Invoicing/case reporting

Each roster lawyer's practice is monitored for compliance with the LRCY Service Standards.

Since the implementation of the service standards the quality of legal representation and the reporting of the work done with young people have improved. In a number of circumstances, it was noted that lawyers were much more consistent in reporting client contact after the implementation of the standards.

Feedback from lawyers has been positive. Some have developed "checklists" that are attached to their LRCY files to ensure they meet the expectations outlined in the standards. One of the lawyers stated she felt that the standards increased her credibility in the eyes of the Court. Overall, the sense is that roster lawyers are proud to be representing children and youth; they understand and appreciate the importance of providing quality legal representation to this vulnerable population. ■

SYSTEMIC ISSUES

PART 1
focuses on the two standing issues introduced in last year's Annual Report:
1. Permanency for Young People in Permanent Care; and
2. Placements for Young People in Care

PART 2
indicates what has happened with the systemic issues identified in the 2008–09 Annual Report.

PART 3
presents two "new" systemic issues identified in the 2009–10 reporting year.

PART 1

STANDING SYSTEMIC ISSUES

Permanency for young people in permanent care

Helping a young person in permanent care achieve permanence equates with helping that young person achieve a feeling that he or she will be living in the same place and with the same people for an extended period of time; that he or she has developed an association with, and relationships within, a particular community and is seen as being a member of a particular family; and that he or she attends the same schools as the majority of other young people who live in the neighbourhood. Permanence for young people is centered in feelings of stability and continuity of care and relationships.

When a young person becomes subject of a Permanent Guardianship Order (the result of which terminates the guardianship and custody rights of the birth parents), that young person becomes available for permanent placement. Generally, permanence is achieved through adoption or granting of a Private Guardianship Order. However, many young people in permanent care will never achieve permanence in these ways and will grow up "in care." In the latter instances, the Director, as the substitute guardian, holds the responsibility for assisting the young person to gain as much of a sense of permanence as is possible. Usually that is achieved through long term placement in a particular foster home. However, some young people are not able, for whatever reason, to live with a family. While these young people have the same stability and continuity of care needs as their peers, their lives are more often characterized by transience and multiple short term relationships, with no sense of belongingness to anyone. It is from within this population of young people that our Office receives many of its requests for services and supports.

By reporting on permanency for young people in permanent care, we intend to highlight young people who are available for, and needing, permanence: to indicate how many of these young people there are; some information about who they are; and, what is happening with respect to achieving their permanence needs.

The following is information provided by the Department. The tables are self-explanatory and provide comparisons between the 2007–08, 2008–09 and 2009–10 reporting years.

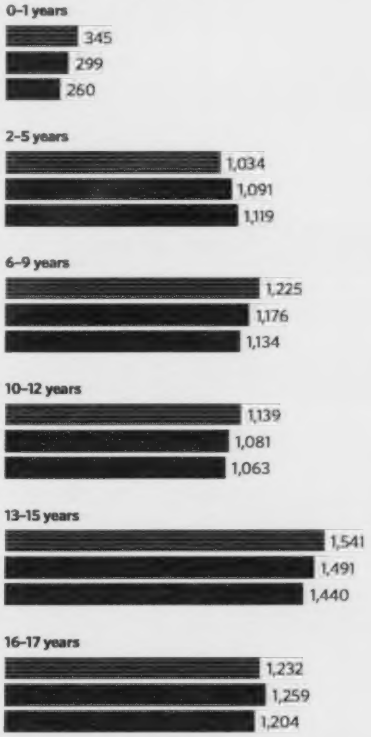
THE NUMBER OF YOUNG PEOPLE ENTERING PERMANENT CARE ...

Total, by year:

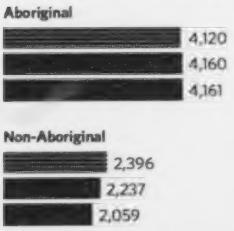
THE NUMBER OF YOUNG PEOPLE IN PERMANENT CARE ...

Total:

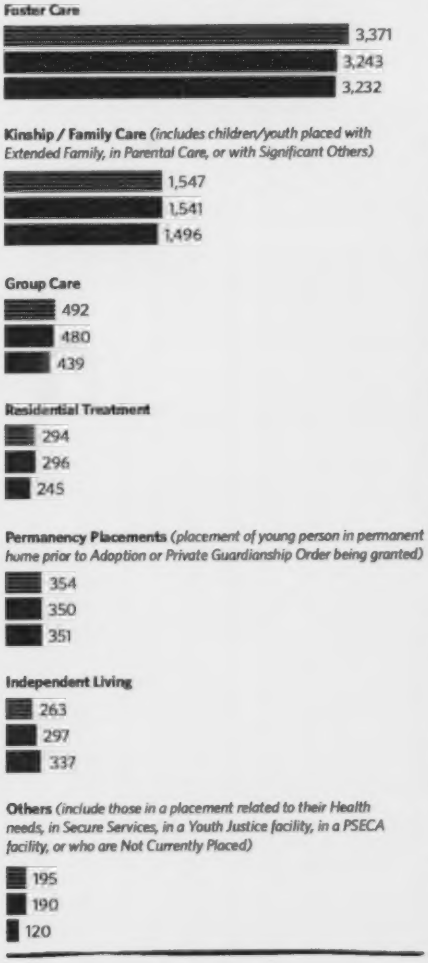
Total by age, per year:



Total by racial origin, per year:

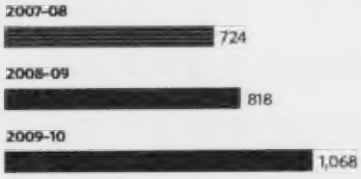


Total by placement types, per year:

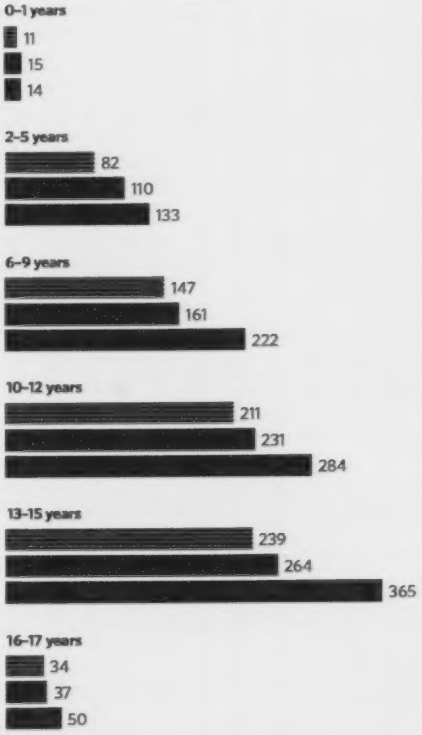


NUMBER OF YOUNG PEOPLE IN PERMANENT CARE WITH FOSTER CARE AS THEIR PERMANENCY OBJECTIVE ...

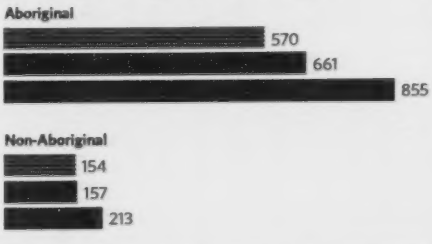
Total, by year:



Monthly average by age:



Monthly average by racial origin:

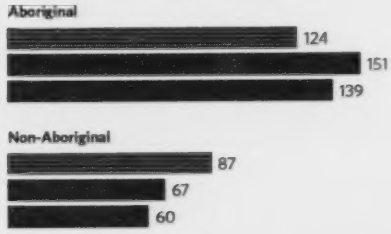


NUMBER OF YOUNG PEOPLE IN PERMANENT CARE FOR WHOM PRIVATE GUARDIANSHIP ORDERS WERE GRANTED ...

Total, by year:

Total by age, per year:

Total by racial origin, per year:

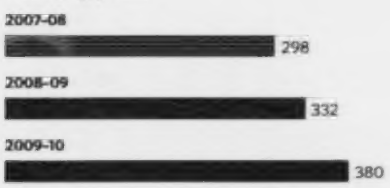


Comment: Over the three years reported, a very small proportion (approximately 10%) of young people in permanent care achieved permanence through private guardianship and adoption. While it is not possible to extrapolate from these figures with any accuracy because of the short

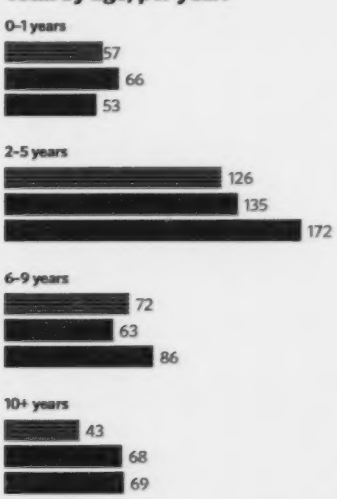
period of time covered, the data suggests that many young people in permanent care, the majority of whom are Aboriginal, will need to have their permanence needs met while they grow up in care. In succeeding years, the Child and Youth Advocate will look more closely at how the Ministry is doing in meeting this challenge. ■

NUMBER OF YOUNG PEOPLE IN PERMANENT CARE WITH ADOPTION ORDERS GRANTED ...

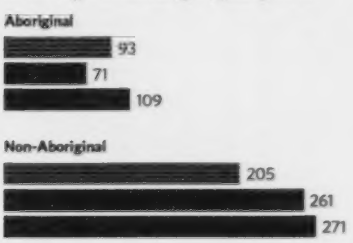
Total, by year:



Total by age, per year:



Total by racial origin, per year:



Placements for young people in care

As stated in last year's Annual Report, having placements for young people whose survival, security or development cannot be assured through living with their families is essential. Caseworkers cannot do their job without this resource.

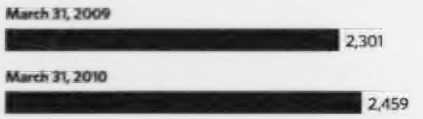
Having sufficient placement resources of the right kind is a perennial challenge for all child welfare systems. In 2007-08, the Ministry of Children and Youth Services experienced a placement shortage crisis. To some extent the crisis was fuelled by an overheated economy that created a huge number of well-paying job opportunities. People left the child caring sector to pursue those opportunities. As the economy cooled and the job market tightened, people came back to the child caring positions. As a result of that change, and because of strategies undertaken by the Ministry to address the shortage, the placement crisis abated. What remains is the ever present need to retain existing foster and kinship care homes and to recruit, train and support new foster and kinship families; to move young from group care to family-type settings wherever possible; and to ensure that when young people are in specialized settings, they are receiving the care they need to optimize the possibility of them moving back to their families of origin or into a more community-normative living arrangement (like foster care or kinship care).

Many of the referrals to our Office are from, or on behalf, of young people whose placement situation is not working for them.

In this Annual Report, we will report on the Ministry's efforts with respect to recruiting and retaining kinship and foster care placements. In future years, we will continue to provide this information as well as look broadly at the sufficiency of placement resources for the young people in care who require this service.

NUMBER OF FOSTER HOMES ...

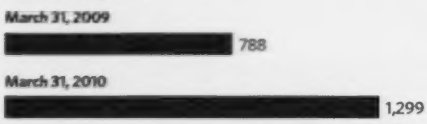
Total:



Comment: The Ministry reported that since the launch of the foster care recruitment campaign in October 2008, 680 new foster homes had been approved effective the end of this reporting year.

NUMBER OF KINSHIP HOMES ...

Total, by year:



Comment: The Ministry reported that the increase in kinship homes during 2010 was in part attributable to cleaning up statistics that resulted in placements being properly coded as kinship (rather than extended family) placements. ■

PART

2008-09 SYSTEMIC ISSUES

Following is a summary of each of the Systemic Issues presented in the 2008-09 Annual Report; the response of the Ministry to each of the Issues; the Ministry's update concerning work completed during the reporting year with respect to each of the Issues; and the comment of the Child and Youth Advocate with respect to the progress made in addressing each Issue and any further recommendation.

Kinship care placements

The Child and Youth Advocate identified concerns regarding non-compliance with existing Enhancement Act policy regarding the approval and on-going support of kinship homes. In addition, the Advocate felt there needed to be further strengthening of provincial policy in this area.

MINISTRY RESPONSE TO RECOMMENDATION

No recommendation made.

MINISTRY UPDATE

- In March 2010, Alberta had a total of 1,299 approved kinship homes, an increase of 511 homes compared to the same time the previous year.
- 774 kinship homes became approved in 2009-10, bringing the total number of kinship homes approved since the launch of the Caregiver Recruitment Campaign in October 2008 to 897.
- The *Kinship Care Review Report* was released in December 2009. (The Report) includes five recommendations to enhance policy and practice in the areas of safety and assessment when placing children immediately with a kinship caregiver, support for kinship caregivers, and relevant training for kinship caregivers. Policies will be amended or developed to address the recommendations. This work is underway for inclusion in the updated Enhancement Act Policy Manual.

ADVOCATE'S RESPONSE

PROGRESS MADE. The Child and Youth Advocate continues to see concerning practices with respect to kinship care placement where children are placed and the necessary assessments and approvals are delayed or not done. This may be due, in part, to the fact that no changes have yet been made to the Enhancement Act policy to integrate the recommendations of the *Kinship Care Review Report*.

RECOMMENDATION

- **That Enhancement Act policy be re-written to include the recommendations from the *Kinship Care Review Report;***
- **That there be enhanced monitoring of delivery system practices for compliance to Enhancement Act policy regarding the recruitment, selection, training and on-going support of kinship homes.** ■

Response to and recording of protection reports about young people already in care

The Child and Youth Advocate indicated there had been changes to the terminology used and the processes followed in the service system's response to allegations that a young person may have been harmed or neglected while in the care of the Ministry.

MINISTRY RESPONSE TO RECOMMENDATION

No recommendation made.

MINISTRY UPDATE

- A directive was sent to staff indicating that all placement provider concerns must be recorded on the Child Youth Information Module (CYIM) after consultation with supervisors and managers, and must be appropriately assessed.
- The assessment outcome is recorded on CYIM to improve consistency in recording and tracking.
- A new policy, reflecting the directive is being drafted for inclusion in the updated Enhancement Policy Manual.

ADVOCATE'S RESPONSE

ISSUE RESOLVED. The policy directive addressed the concerns identified and provided the needed provincial framework for practice. ■

Restrictive procedures and intrusive measures

The Child and Youth Advocate recommended there be an Enhancement Act policy framework for use of restrictive procedures and intrusive measures that includes:

- definition of restrictive procedures and intrusive measures;
- clear direction regarding use of restrictive procedures and intrusive measures and considers alternatives to their use; and
- a system of accountability when restrictive procedures and intrusive measures are used.

Also, it was recommended that there be appropriate training and support offered to caregivers in the use of the least restrictive/intrusive means of managing the young people in their care.

MINISTRY RESPONSE TO RECOMMENDATION

Recommendation accepted.

MINISTRY UPDATE

- The Ministry recognizes that the area of restrictive procedures and intrusive measures requires guidelines defining acceptable practice. The issue is complex, ranging from the use of physical restraints, to pharmaceutical drugs, to isolation rooms.
- The Ministry commits to engaging with professionals from various fields (child and youth care workers, pharmacists, mental health experts, etc.) to define restrictive procedures and intrusive measures and develop clear guidelines for caregivers and staff to ensure the appropriate application of their use.
- The Ministry is working to define what a restrictive procedure is and develop guidelines for the acceptable use of restrictive procedures. Work has commenced in this area through the cross-jurisdictional review. Planning to bring Ministry staff from a variety of program areas together to come up with a Ministry definition is expected.

ADVOCATE'S RESPONSE

NO PROGRESS. We repeat the recommendation made in previous Annual Reports:

- **That there be an Enhancement Act policy framework which:**
  - **defines what is meant by "restrictive procedures" and "intrusive measures";**
  - **provides clear direction that considers alternatives to restrictive procedures and intrusive measures. This directive should distinguish between the use of intrusive measures and restrictive procedures as part of a planned intervention versus their use as an emergent short-term response to safety issues, and should provide an outline for what is acceptable in each context. This would include the development of procedural safeguards to control the use of restrictive procedures and intrusive measures.**
- **That policy address a system of accountability for the allowable use of restrictive procedures and intrusive measures, including:**

- **clear expectations about reporting the use of restrictive procedures and intrusive measures;**
- **processes to review the use of restrictive procedures and intrusive measures – e.g. frequency, and effectiveness;**
- **clearly-outlined mechanisms for young people to challenge decisions about the use of restrictive procedures and intrusive measures; and**
- **an independent review process to examine situations that result in injury from the use of restrictive procedures and intrusive measures.**

In addition, it is recommended that service providers be appropriately trained and supported to use the least restrictive/intrusive means of managing the young people in their care. ■

Young people with complex needs

The Child and Youth Advocate indicated that the *Provincial Policy Framework for Services for Children and Youth with Special and Complex Needs and their Families* (2003) and its vision of, "...an integrated (cross-Ministry) case management model for children and youth with complex needs, including regional integrated case management teams that conduct early identification, assessment, planning and service delivery..." has not come to pass for young people with complex needs who are in the care of a director.

It was recommended that the Department undertake a comprehensive review of the Children and Youth with Complex Needs (CYCN) process to determine what needs to be done to have this process work effectively on behalf of young people in care who have complex and special needs.

MINISTRY RESPONSE TO RECOMMENDATION

Recommendation accepted in principle. Children and Youth Services (CYS) will take this recommendation to other Ministries it partners with in serving children and youth with complex needs, for discussion and review.

MINISTRY UPDATE

- Alberta Education is the lead Ministry for the CYCN. Children and Youth Services is a partnering Ministry and provides input to CYCN through membership/participation on the CYCN Provincial Working Group (PWG).

- To support ongoing service system improvement in CYCN, the CYCN PWG:
  - Met with all CYCN Regional Support Coordinators and Chairs in March/April 2010 to discuss 2008–09 annual reports, including continuous improvement, issues and challenges.
  - Discussed innovative practices at the April 2010 Regional Support Coordinators' Provincial meeting.

- Initial follow-up has been made with the Director of Child Intervention.

- Follow-up will occur with the Provincial Enhancement Table and Child and Family Services Authority Chief Executive Officers to ensure children and youth in care are appropriately served by CYCN and the CEO's know CYCN is a resource for child intervention.

ADVOCATE'S RESPONSE

NO PROGRESS. While we acknowledge there have been discussions and problem-solving activities among the partnering Ministries, another year has passed without there being a responsive, effective cross-Ministry approach to service planning and delivery to young people with complex needs who are in the care of the Director.

In providing this response, it is important to also acknowledge that in Region 3 (Calgary and Area Child and Family Services Authority) there is a strong collaborative working relationship between the CFSA, and the local health and education systems. This collaboration has not been driven by CYCN, and focuses broadly on meeting

the needs of young people in the care of the Director. Nonetheless, the working relationships do bring the necessary resources to bear on behalf of young people with complex and special needs.

We repeat the recommendation made in last year's Annual Report: That the Department undertake a comprehensive review of the CYCN process to determine what needs to be done to have this process work effectively on behalf of young people in care who have complex and special needs. ■

School completion

The Child and Youth Advocate indicated there is clear evidence that young people in the care of a director do not do well on any of the measures related to academic achievement and education completion in comparison to their same-age peers.

It was noted that a cross-Ministry initiative was underway, "...with the purpose of improving school success for young people in care."

MINISTRY RESPONSE TO RECOMMENDATION

No recommendation made.

MINISTRY UPDATE

- Educational needs are identified in each child's "Concurrent Plan."
- Caseworkers update the child's grade level on CYIM. Assuming the role of a parent, caseworkers and caregivers communicate with the school to monitor and track the academic progress of the child in care.
- The four Success in School pilot sites will complete their work in June 2010. A final evaluation will be completed in July 2010. Preliminary results are very positive.
- It is anticipated that the Provincial Protocol Framework (PPF) will be signed off by the partnering Deputy Ministers in fall 2010, to allow time for the formal evaluation of the pilot sites to be completed.
- A data match report has been completed, providing ten years of baseline data regarding educational results for children in care. It is currently being reviewed by Education and Children and Youth Services.
- Steps have been taken to streamline Registered Education Savings Plan (RESP) processes used to apply for, track and redeem respective funds.
- The RESPs obtained by the Ministry for young people in care are not deducted from Advancing Futures bursary awards.
- In the 2009-10 fiscal year, the number of students who accessed the Advancing Futures program increased by 13.8%, resulting in 561 students who benefited from the program (up from 493 students the previous year). 79% of students completed their program of study (up slightly from 78% in 2008-09).

ADVOCATE'S RESPONSE

ISSUE RESOLVED. Educational achievement and completion for young people in the care of a director will always pose challenges. The Provincial Protocol Framework (PPF) is the result of excellent collaborative work between the Ministries of Children and Youth Services and Education that introduces processes which have the potential to greatly improve educational planning and problem solving for young people in care.

Because success in school is of such fundamental importance for young people in care, Academic Success and School Completion will become the third "Standing Issue" in succeeding annual reports of the Child and Youth Advocate. ■

Replacement of personal possessions lost or stolen

The Child and Youth Advocate indicated there is no provincial policy to guide how issues of lost or stolen belongings of young people in care are dealt with.

MINISTRY RESPONSE TO RECOMMENDATION

No recommendation made.

MINISTRY UPDATE

- The Ministry decided to continue to respond to circumstances of lost or stolen belongings of young people on a case-by-case basis rather than address the management of these occurrences through provincial policy. The rationale for this decision is that each situation is unique and is most effectively reviewed and addressed on an individual basis.

- There is no policy that restricts replacing lost or stolen property. Caseworkers are encouraged to take the youth's circumstances into consideration and look at each situation on an individual basis.

ADVOCATE'S RESPONSE

ISSUE RESOLVED. The Ministry's decision leaves young people with no consistent dispute resolution process. However, the options presented are viable and we are willing to assist young people to work with these until there is further evidence to indicate these options do not work from their perspective and experience. ■

Investigation of abuse allegations against staff of government-run residential facilities

The Child and Youth Advocate indicated there is little consistency in how abuse allegations against staff of government-run facilities are handled and there is concern that there are conflicting factors at play—conducting an investigation of a maltreatment complaint, and protecting the rights of the employee against whom the allegation has been made.

MINISTRY RESPONSE TO RECOMMENDATION

No recommendation made.

MINISTRY UPDATE

- The Ministry continues to review and revise policy to provide more comprehensive direction to staff completing assessments regarding reported concerns related to children in care. This will include how to manage assessments of all care providers, including foster parents, kinship caregivers and residential facility staff (provincial and agency resources).

- Updated policy will provide direction on how the assessments occur and the point where it becomes a Human Resources (HR) issue.

- All reports regarding concerns for the care of children who are in the care of the Director are now recorded and assessed, with the outcome clearly documented on CYIM. Prior to revision

of the policy, an interim directive has been issued to staff regarding the assessment of placement provider concerns.

- HR policies are in place to address cases where Ministry staff members have been found to be involved in the inappropriate treatment of a child or youth in care. Actions that are criminal in nature are referred to police.

- Ministry employees working at government operated facilities are bound by the same code of conduct and ethics as all other Alberta Public Service employees.

- Further conversations are planned with HR to provide consistent communication to the managers responsible for government owned and operated facilities. Agency facilities will be covered through the policy on assessing placement provider concerns and through their independent HR practices.

ADVOCATE'S RESPONSE

NO PROGRESS. Nothing has substantially changed with respect to the issue as outlined in last year's Annual Report.

RECOMMENDATION

That the Department develop a detailed process in Enhancement Act policy to identify and address the special considerations that need to be made in the investigation process when allegations of abuse are made against an employee in a government-run facility. ■

Policy restricting use of administrative reviews

The Child and Youth Advocate indicated that young people have clearly described their frustration with having no "fair" avenue available to challenge decisions about who their caseworker will be or what office will deliver services to them.

MINISTRY RESPONSE TO RECOMMENDATION

No recommendation made.

MINISTRY UPDATE

- Standard practice is for children and youth being served by the Ministry to be involved when decisions are made about the supports and services they receive (when age and developmentally appropriate).

- Children and youth in care who have concerns about the assignment of a caseworker or the decisions of a caseworker have the following options to voice their concerns:

  - Speaking to the caseworker, supervisor or manager, as well as the Child and Family Services Authority Chief Executive Officer or Delegated First Nation Agency Director; or
  - Raising the matter with the Child and Youth Advocate.

- In order to effectively serve children and youth in care, flexibility is needed to make staffing decisions that take into account workloads, geographical boundaries, and population demographics.

ADVOCATE'S RESPONSE

ISSUE RESOLVED. The Ministry response provides no consistent dispute resolution process to follow when a young person disagrees with a caseworker or office location change. However, we are prepared to help young people work with the options available until there is further evidence to indicate the options do not work from their perspective and experience. ■

PART 3

NEW SYSTEMIC ISSUES

Signing of agreements by young people with impaired capacity

BACKGROUND

When certain criteria are met, The *Child, Youth and Family Enhancement Act* provides the Director with the opportunity to enter into a **Custody Agreement** or an **Enhancement Agreement** with a young person who is 16 or 17, and a **Support and Financial Assistance Agreement** with a youth between the ages of 18 and 22.

For all intents and purposes, when a director enters into a Custody or Enhancement Agreement with a youth who is under the age of 18, the young person is being dealt with as an "emancipated minor"—as someone who meets the legislative definition of being in need of intervention services and who is living independent from parents.

To be eligible for a Support and Financial Assistance Agreement at age 18, the youth must have been receiving services through agreement or guardianship status immediately prior to his/her birthday and must demonstrate need for further support in order to achieve independence.

In all three instances, negotiating and signing an agreement is regarded as an "adult" to "adult" transaction between the youth and the Director. With custody and enhancement agreements, policy directs that the young person's competence to enter into an agreement first be assessed. If a young person is not considered competent, policy recommends that the caseworker apply to the court for a guardianship order to provide services to the young person.

Policy with respect to support and financial assistance agreements makes no reference to assessing the competence of the young person to enter into the agreement.

WHAT WE FOUND

The Child and Youth Advocate is aware of situations when custody, enhancement, and support and financial assistance agreements have been taken with young people when their level of functioning would indicate they are not competent to negotiate services for themselves; do not understand the terms and conditions of the agreement being signed; and/or are not capable of the level of decision making that would be assumed for someone who has signed such an agreement.

Our experience suggests there is bias within the Ministry's service delivery system against applying for guardianship orders for older adolescents. When there is an obvious need for supports and services for the young person, the preferred options are custody and enhancement agreements.

The problem is of a different order with respect to youth between 18 and 22 who continue to require help. At age 18, young people are adults and statuses related to guardianship and custody under the *Child, Youth and Family Enhancement Act* cease to have meaning. The only option is an extension of services via a Support and Financial Assistance Agreement. While there is an assumption that the young person is competent and has the requisite capabilities to enter into the agreement, policy does not direct the caseworker to undertake an assessment of those traits. Nor does policy speak to what a caseworker should do if the caseworker believes the young person requires continued help but cannot, or should not, sign the agreement for lack of competency/capability reasons. Our experience is that caseworkers use Support and Financial Assistance Agreements when it is inappropriate to do so because there is no other means at their disposal to ensure young people receive the supports and services they require.

WHY IT IS IMPORTANT TO YOUNG PEOPLE

Taking agreements with young people who do not have the ability to understand nor usefully participate in the making of that agreement on their own behalf is manifestly unfair. It also leaves the young person without the participation of a guardian to protect their rights and interests.

WHAT NEEDS TO BE DONE

The policy direction with respect to entering custody and enhancement agreements with youth is clear. However, there is an inconsistency between what policy directs and what happens in practice. Given that this appears to be a practice problem, we recommend this issue be addressed at the Provincial Enhancement Table.

Further, we recommend there be clear policy direction for caseworkers when confronted with situations where a young person over 18 years of age is not competent to sign a Support and Financial Services Agreement but still requires services. ■

Insufficient use of historical file information to inform decision making

BACKGROUND

During the time a young person is receiving services from the Ministry of Children and Youth Services, information about the young person is collected and stored on both a paper file and an electronic file. All information on the electronic file is copied and put on the paper file but not all information on the paper file is scanned and put on the electronic file. As a result, the paper file is the most complete historical record of information about the young person. Depending on the number of years that services have been provided to the young person, it is not unusual for there to be multiple volumes of paper file information.

The file serves two primary purposes. It is the historical record of significant information and events about that young person. As well, the file contains information from the past that is often relevant to current decision making and problem solving (for example, on health or education matters, on placement planning, etc.).

While the paper file is the most complete record, the working file for caseworkers is the electronic record.

WHAT WE FOUND

It is our experience that caseworkers will make decisions regarding young people without considering historical information that is relevant to the decision to be made. While this is true regardless of whether the relevant historical information is on the electronic or the paper file, it is more often the case that caseworkers will not review the paper file, particularly if that review involves going through multiple volumes of information.

Based on our own experience reviewing paper files, it is also our opinion that these files are not organized, nor is the information consolidated in ways that make finding the relevant historical information a readily doable exercise.

WHY IT IS IMPORTANT TO YOUNG PEOPLE

Best interests decision making is potentially compromised when relevant historical information is not considered in the decision making process.

WHAT NEEDS TO BE DONE

We recommend the Ministry determine how to identify and bring forward historical health, educational and family/placement file information, to make that information more readily available to caseworkers as they undertake best interests decision making for young people. ■

SYSTEMIC ISSUES

SUMMARY CHART

SYSTEMIC ISSUES 2008-09	PAGE	RECOMMENDATION 2008-09	RECOMMENDATION 2009-10	STATUS
Kinship care placements	21	NO	YES	PROGRESS MADE
Response to and recording of protection reports about young people already in care	22	NO	NO	ISSUE RESOLVED
Restrictive procedures and intrusive measures	22	YES	YES	NO PROGRESS
Young people with complex needs	23	YES	YES	NO PROGRESS
School completion	24	NO	NO	ISSUE RESOLVED
Replacement of personal possessions lost or stolen	25	NO	NO	ISSUE RESOLVED
Investigation of abuse allegations against staff of government-run residential facilities	25	NO	YES	NO PROGRESS
Policy restricting use of administrative reviews	26	NO	NO	ISSUE RESOLVED

SYSTEMIC ISSUES 2009-10	PAGE	RECOMMENDATION 2009-10	STATUS
Signing of agreements by young people with impaired capacity	27	YES	NEW
Insufficient use of historical file information to inform decision making	28	YES	NEW

APPENDICES

A

REVIEW OF CHILD AND YOUTH ADVOCACY IN ALBERTA

Status Report as of March 31, 2010

RECOMMENDATIONS	ADVOCATE RESPONSE TO THE RECOMMENDATIONS	CURRENT STATUS
The Annual Report of the Advocate should be referred on an annual basis to the Policy Field Committee on Health for consideration, following the report's tabling in the Legislature. With an established process of accountability to the Policy Field Committee on Health, the review Committee believes that the Advocate should continue to report to the Minister of Children and Youth Services.	The Advocate will provide the Minister with an Annual Report for tabling in the Legislature and will advise the Minister of any requests of the Field Policy Committee on Health with respect to the Advocate's Annual Report and will respond as agreed to by the Minister and the Advocate.	Completed.
Quarterly reports should be redesigned to focus on clearly tracking service issues; reporting the resolution of those issues; and identifying potential system issues and actions to serve as a basis for an annual report.	The Advocate engaged the Department of Children and Youth Services, the CFSAs and the DFNAs in discussions that will determine the content and format for the Advocate's quarterly reports. Redevelopment of the quarterly report process is identified in the Advocate's 2009–12 Business Plan as a key component in supporting transparency surrounding the activities of the Advocate.	Completed.
An expert advisory panel of youth and other key stakeholders should be utilized to facilitate more transparent and comprehensive identification and validation of systemic issues and actions.	The Advocate will establish an expert advisory panel as a key goal in his business plan for the 2009–10 business year.	Consultation with key stakeholders completed December 2009. Further development on hold due to budget constraints.

RECOMMENDATIONS	ADVOCATE RESPONSE TO THE RECOMMENDATIONS	CURRENT STATUS
The Advocate should proactively collaborate with the Ministry to enhance and foster working relationships with aboriginal stakeholders, including but not limited to DFNAs, Métis, and First Nation communities.	The Advocate will continue his efforts in collaboration with the Ministry of Children and Youth Services to establish effective working relationships with aboriginal communities that contribute to the identification and resolution of systemic and service issues for children and youth. This is identified as a long term goal in the Child and Youth Advocate's 2009–12 Business Plan.	Work underway and ongoing.
The relationship between the Advocate and service providers such as foster parents, contracted agencies, and CFSA and DFNA staff, should be enhanced to identify and develop strategic alliances for change that will benefit children and youth.	The Advocate will enhance efforts to develop alliances with service providers and organizations that will assist and support efforts to resolve systemic and service issues that affect children and youth. This is identified as a long term goal in the Child and Youth Advocate's 2009–12 Business Plan.	Work underway and ongoing.
The Advocate, together with the Ministry, CFSAs and DFNAs should strengthen the processes for dispute resolution available to children and youth receiving child welfare services. The processes should seek to optimize natural or community and professional advocacy options.	The Advocate will work collaboratively to assist the Ministry, the CFSAs and DFNAs in strengthening dispute resolution processes available to children and youth in their communities.	Work underway and ongoing.
The Advocate should enhance the office's management system to better link business planning and reporting with child and youth outcomes. These linkages should be shared with the Ministry and service providers.	The Advocate and the Ministry will work collaboratively in incorporating business objectives and reporting of initiatives contributing to child and youth outcomes into the Ministry Business Plan.	Completed.

RECOMMENDATIONS	ADVOCATE RESPONSE TO THE RECOMMENDATIONS	CURRENT STATUS
Alberta's system for child and youth advocacy should reflect four core functions (1) provide individual advocacy; (2) identify and address systemic challenges; (3) optimize professional advocacy; and (4) enhance natural or community advocacy. The Advocate should work with other stakeholders in the child welfare system to address each of these functions.	This Advocate will continue to provide individual advocacy and identify systemic issues as core activities of the office. In addition, the Advocate will develop educational opportunities for communities to establish advocacy supports for children and youth and will develop educational and developmental programs for professionals involved with children and youth. These activities are included in the Advocate's business plan to be developed and implemented over the next three years.	Work underway and ongoing.
The Advocate and the Minister should develop a detailed Memorandum of Understanding that formalizes roles and responsibilities of the Minister, Ministry, and Advocate.	The Advocate will continue discussions commenced in September 2008 with the Ministry of Children and Youth Services and will collaboratively establish a Memorandum of Understanding between the Minister, Ministry and the Advocate.	Completed.
The Advocate should review its operational processes, competencies, and structure to ensure alignment with changes that may occur as a result of implementation of the report recommendations.	The Advocate will implement a planned organizational review of the office in the 2009–10 business year and has established this as a core business objective in the Advocate's Business Plan.	Completed.

B

LEGISLATION GOVERNING THE CHILD AND YOUTH ADVOCATE

An excerpt from the *Child, Youth and Family Enhancement Act* pertaining to the office of the Child and Youth Advocate. This excerpt is taken from the Revised Statutes of Alberta:

OFFICE OF CHILD AND YOUTH ADVOCATE

3.1 The Lieutenant Governor in Council may, on the recommendation of the Minister, appoint a Child and Youth Advocate, who shall hold office for a term not exceeding 5 years.

3.2 The Minister may authorize and provide for the payment of the remuneration and expenses of the Child and Youth Advocate and for the office and staff of the Child and Youth Advocate.

3.3 The Child and Youth Advocate shall

a. advise the Minister on matters relating to the welfare and interests of children who receive services under this Act or the *Protection of Sexually Exploited Children Act* and the provision of those services;

b. receive and review complaints or concerns that come to the attention of the Child and Youth Advocate respecting children who receive services under this Act or the *Protection of Sexually Exploited Children Act;*

c. represent the rights, interests and viewpoints of children who receive services under this Act or the *Protection of Sexually Exploited Children Act;*

c.1 if the Child and Youth Advocate considers it appropriate to do so, appoint, or cause to be appointed, lawyers to represent children who are receiving services

i. under this Act, other than services under Part 2, or

ii. under the *Protection of Sexually Exploited Children Act;*

d. repealed 2008 c31 s3;

e. perform additional duties and functions that are conferred on the Child and Youth Advocate by the regulations or that are from time to time assigned to the Child and Youth Advocate by the Minister;

f. submit a report to the Minister every 3 months on the Child and Youth Advocate's activities and observations;

g. prepare and submit annual reports to the Minister respecting the exercise of the duties and functions of the Child and Youth Advocate.

4. On receiving a report under subsection (3)(g), the Minister shall lay a copy of the report before the Legislative Assembly if it is then sitting, and if not, within 15 days after the commencement of the next sitting.

5. For the purpose of performing the duties and functions of the Child and Youth Advocate, the Child and Youth Advocate may

a. communicate with and visit a child who is receiving services under this Act or the *Protection of Sexually Exploited Children Act* or a guardian or other person who represents the child;

b. have access to information relating to a child that is in the possession of a director under this Act or under the *Protection of Sexually Exploited Children Act* or other person or agency providing services to a child on behalf of a director under this Act or under the *Protection of Sexually Exploited Children Act;*

c. at the request of a child who is receiving services under this Act or the *Protection of Sexually Exploited Children Act*, the Minister or any person acting on the child's behalf, review and make recommendations regarding any matter relating to the provision of services to the child under this Act or the *Protection of Sexually Exploited Children Act*;

d. provide information relating to, speak on behalf of and otherwise represent a child who is receiving services under this Act or the *Protection of Sexually Exploited Children Act* when major decisions relating to the child are being made under this Act or the *Protection of Sexually Exploited Children Act*;

e. on the initiative of the Child and Youth Advocate or at the request of a child who is receiving services under this Act or the *Protection of Sexually Exploited Children Act*, assist in appealing or reviewing a decision of a director relating to the child;

f. provide assistance and advice to an Appeal Panel or a Court with respect to a child who is receiving services under this Act or the *Protection of Sexually Exploited Children Act*.

6. The Child and Youth Advocate may delegate any duty or function conferred or imposed on the Child and Youth Advocate under this Act, the *Protection of Sexually Exploited Children Act* or the regulations under either Act in respect of a child

a. to a person employed or engaged in the administration of this Act or the *Protection of Sexually Exploited Children Act*,

b. to a person who provides care to the child, represents the child or is concerned about the welfare of the child, or

c. repealed 2008 c31 s3.

PRIVILEGED INFORMATION OF A CHILD

126.01 (1) Despite section 126(1), all information provided by a child to the Child and Youth Advocate in confidence and all documents and records created as a result of confidential communications between a child and the Child and Youth Advocate are the privileged information, documents and records of the child and are not admissible in evidence in any action or proceeding before any court or an Appeal Panel or before any inquiry without the consent of the child.

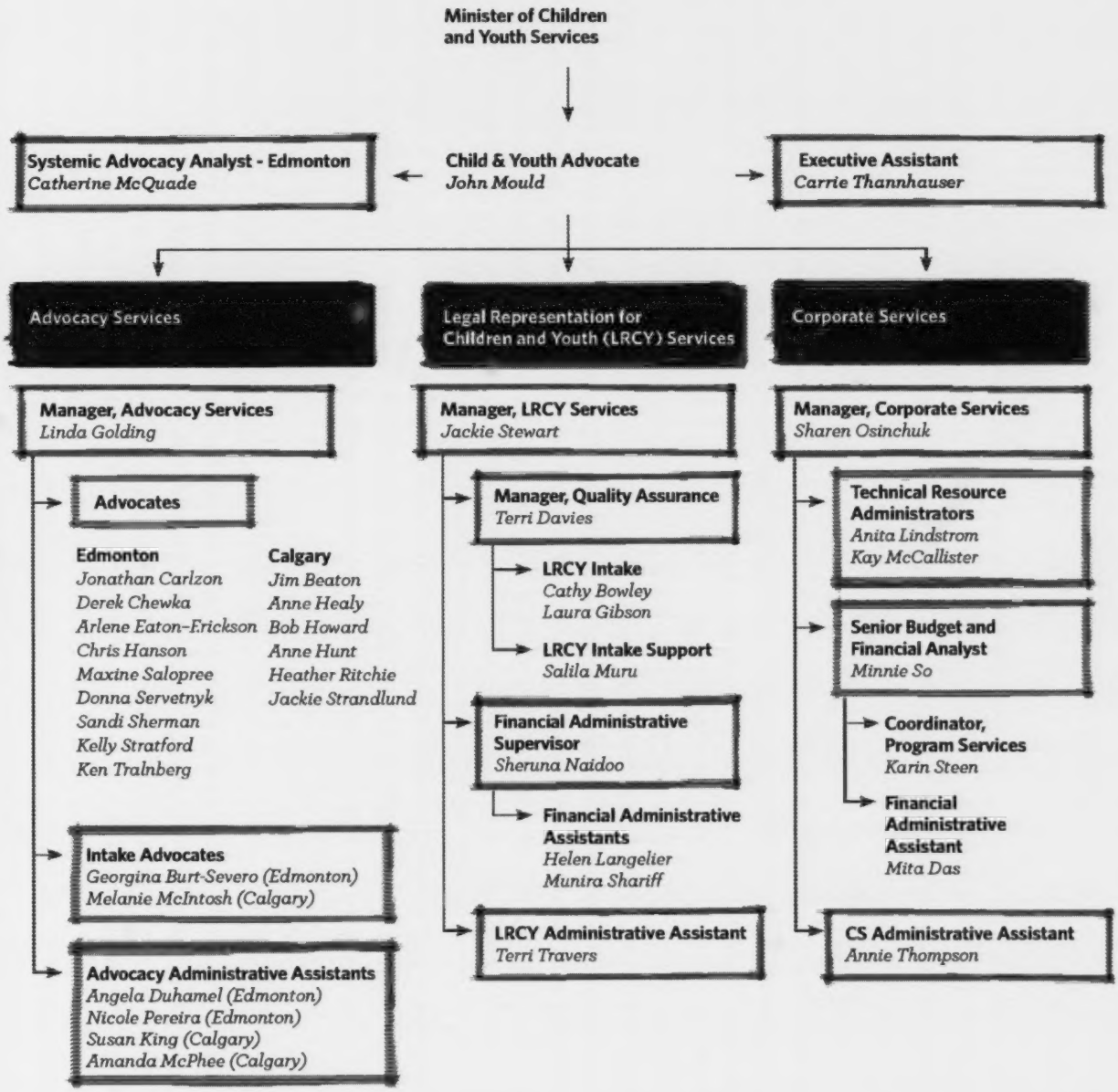
2. Despite subsection (1), the information, documents and records described in subsection (1) must be disclosed if disclosure is required by section 4 or directed by the Minister.

3. If there is a conflict or inconsistency between this site and *The Freedom of Information and Protection of Privacy Act*, this section prevails.

C

ORGANIZATIONAL CHART 2009-10

As at March 31, 2010



PROVINCIAL OFFICE
805 Peace Hills Trust Tower
10011–109 Street
Edmonton, Alberta T5J 3S8

MAIN: 780–644–8281
FAX: 780–644–8833

ADVOCACY SERVICES

For the services of an advocate in:

NORTHERN ALBERTA
803 Peace Hills Trust Tower
10011–109 Street
Edmonton, Alberta T5J 3S8

MAIN: 780–422–6056
FAX: 780–422–3675

SOUTHERN ALBERTA
406 Hillhurst Building
301–14 Street, NW
Calgary, Alberta T2N 2A1

MAIN: 403–297–8435
FAX: 403–297–4456

Or call us toll-free at 1–800–661–3446
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Email us at ca.information@gov.ab.ca

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For legal representation for young people:

802 Peace Hills Trust Tower
10011–109 Street
Edmonton, Alberta T5J 3S8

MAIN: 780–644–6951
FAX: 780–644–7227

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